State of Wisconsin

Department of Electronic Government

Biennial Report 2001 – 2003

WISCONSIN DEPARTMENT OF
ADMINISTRATION

October 15, 2003

The Honorable James E. Doyle
Governor of Wisconsin
115 East State Capitol
Madison, WI 53702

Wisconsin State Legislators
State Capitol Building
Madison, WI 53702

Dear Governor Doyle and Legislators:

This document presents the Department of Electronic Government's biennial report for the period ending June 30, 2003, in accordance with s.15.04(1)(d), Wis. Stats. The report outlines the department's accomplishments for the completed biennium and summarizes the objectives of the Department of Administration's Division of Enterprise Technology (DET) for this biennium. DET has assumed most of the statutory authority previously assigned to the Department of Electronic Government (DEG), as the agency was dissolved with the 2003-05 biennial budget.

Although the divisions that constituted the former DEG took on work that spanned a wide range of information technology-related activities, their efforts were unified by the overriding goals of saving taxpayer money, streamlining government operations, and improving service delivery. DET will continue to manage information technology (IT) according to those principles, with a special emphasis on collaborative, cross-agency initiatives. In a period of significant budget challenges, it is through that approach that state government IT can help to achieve the service levels and generate the savings that Wisconsin citizens expect and deserve.

We will be happy to respond to any questions or comments about this report and the functions of the Division of Enterprise Technology.
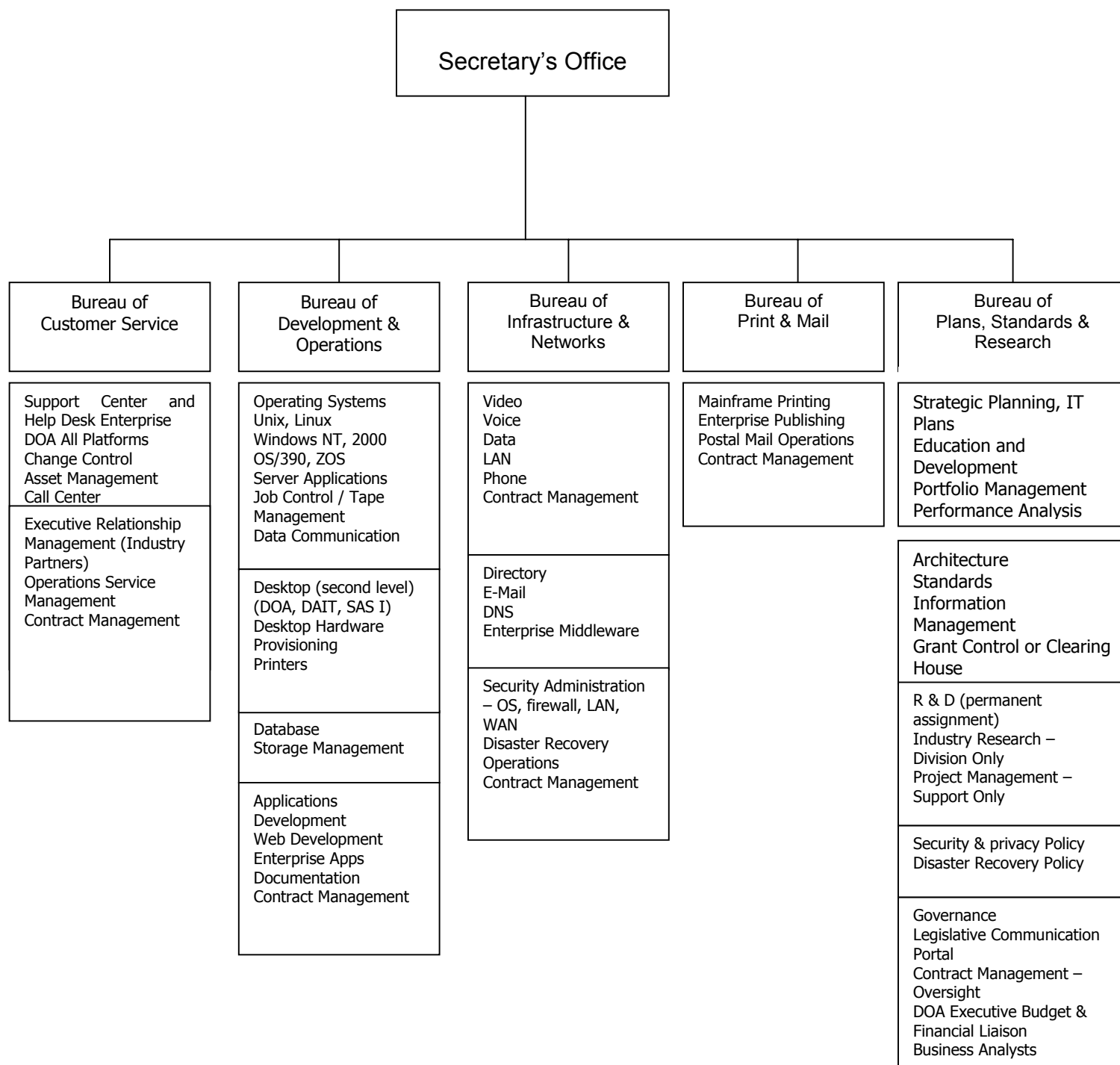
Sincerely,

Matthew J. Miszewski
State of Wisconsin Chief Information Officer

Department of Electronic Government

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Bureau of Customer Service	Bureau of Development & Operations	Bureau of Infrastructure & Networks	Bureau of Print & Mail	Bureau of Plans, Standards & Research

Bureau of Customer Service

Support Center and Help Desk Enterprise
DOA All Platforms
Change Control
Asset Management
Call Center

Executive Relationship Management (Industry Partners)
Operations Service Management
Contract Management

Bureau of Development & Operations

Operating Systems
Unix, Linux
Windows NT, 2000
OS/390, ZOS
Server Applications
Job Control / Tape Management
Data Communication

Desktop (second level) (DOA, DAIT, SAS I)
Desktop Hardware Provisioning
Printers

Database
Storage Management

Applications Development
Web Development
Enterprise Apps
Documentation
Contract Management

Bureau of Infrastructure & Networks

Video
Voice
Data
LAN
Phone
Contract Management

Directory
E-Mail
DNS
Enterprise Middleware

Security Administration – OS, firewall, LAN, WAN
Disaster Recovery Operations
Contract Management

Bureau of Print & Mail

Mainframe Printing
Enterprise Publishing
Postal Mail Operations
Contract Management

Bureau of Plans, Standards & Research

Strategic Planning, IT Plans
Education and Development
Portfolio Management
Performance Analysis

Architecture
Standards
Information Management
Grant Control or Clearing House

R & D (permanent assignment)
Industry Research – Division Only
Project Management – Support Only

Security & privacy Policy
Disaster Recovery Policy

Governance
Legislative Communication
Portal
Contract Management – Oversight
DOA Executive Budget & Financial Liaison
Business Analysts

The Department of Electronic Government underwent a series of organizational changes that resulted in this structure in the second quarter of 2003.

Department of Electronic Government

Introduction

The Wisconsin Department of Electronic Government (DEG) was formed through the 2001-03 biennial budget, which combined the Department of Administration's Division of Information Technology Services and Division of Technology Management to create the new department. In order to more efficiently and cost-effectively manage technology initiatives, the 2003-05 budget dissolved the department and moved its functions back to the Department of Administration (DOA), along with those of DOA's Office of Computer Services, and thus formed the current DOA Division of Enterprise Technology (DET). This biennial report will summarize DEG's accomplishments and outline DET's goals and objectives, since the latter organization is carrying on the mission and functions of the former DEG while adding a renewed emphasis on enterprise decision-making for information technology (IT) initiatives.

What DEG Did and What DET Does

The Division of Enterprise Technology, like the Department of Electronic Government before it, manages the state's IT assets and uses technology to improve government efficiency. It provides computer services to state agencies and some local governments. It also operates the statewide voice, data and video telecommunications network. In consultation with business and IT managers from state agencies and local governments, the division develops strategies, policies and standards for "enterprise use" (cross-agency and multijurisdictional use of IT resources). The division provides training, research, and print and mail services to other state agencies. It is also responsible for providing statewide computer systems for district attorneys and coordinating electronic information sharing among the courts, district attorneys and justice agencies at the state and local levels. The division provides consultation on geographic information systems (GIS) to government and nonprofit groups.

In light of current fiscal challenges and the increasing need for integrated IT systems across departments and jurisdictions, DET management has established a governance framework through which IT decision-making can incorporate input from state agencies, counties, municipalities, courts, technical colleges, school districts, and other government units. Citizens intuitively – and correctly – understand that IT is a crucial driver for improving the quality and efficiency of government service delivery, but this will only happen if governments consistently collaborate on IT initiatives. DET has set up an enterprise mechanism for doing so by convening the Business Leadership Council for Information Technology and the Technology Leadership Council. The division's objectives for this biennium will be achieved by working through the collaborative processes these councils provide.

DEG Accomplishments

Although the divisions that constituted the former DEG did work that spanned a wide range of IT-related activities, their efforts were unified by the overriding goals of saving taxpayer money, streamlining government operations, and improving service delivery. Here are some examples of each:

Cost savings

- Procured new long-distance voice services via the Request for Proposals (RFP) process. The new contract was then negotiated with AT&T. The contract, valued at $7.2 million per year, established long-distance rates that were 27 percent less than the then-current rates. The annual savings for the state is $2.65 million.

- Negotiated additional new contracts for network services, and renegotiated some existing ones, in order to save nearly $800,000 annually.

- Assumed internally many network support and management services that previously had been outsourced, for an annual savings of approximately $2.5 million.

- Provided 468 classes for 1,170 agency technical staff through an enterprise-training contract that saves millions of dollars in individual agency training costs.

- Moved the IDMS (Integrated Data Management System) software to one mainframe, which resulted in Computer Associates reducing its software charges for the product from $2.4 million per year to $583,344 for fiscal year 2004.

- Rolled out to state agencies Host on Demand (HOD), a product that removes the need to use a commercial software application to access and publish mainframe data on the Web. This has resulted in a to-date savings of approximately $400,000 per year, and savings will continue to increase as agencies complete the rollout.

- Saved $400,000 annually by licensing SAS mainframe software to only one central processing unit. (SAS is a company that produces software for business intelligence and analytics.)

- Renegotiated a labor augmentation contract to save more than $150,000 per year in labor costs in the publishing and distribution bureau.

- Purchased used data-network equipment from eBay, rather than buying new from available state bulletins, and saved in excess of $50,000 by doing so. The division will continue to pursue innovative purchasing options.

- Developed an e-routing system to provide document distribution savings for state and local governments.

Streamlined Government Operations

- Built an e-Business directory and began using it to authenticate and authorize users for secured applications. Currently, more than 30 different applications utilize the e-Business directory. Having this directory means that each agency does not have to develop its own authentication and authorization solution for its applications.

- Negotiated with IBM to procure a State of Wisconsin enterprise license for DB2Connect, rather than each agency purchasing their own licenses and annual support.

- Upgraded a storage subsystem, which provides for more efficient use of disk space and a more efficient tape-processing environment.

- Conducted a baseline evaluation of disaster recovery for state agencies that is designed to improve protection of state information resources in the future.

- Completed assessment of statewide and major-agency IT security. This focused resources on high-risk systems and helped mitigate many of the potential vulnerabilities. If this assessment and the resulting efforts to fix problem areas had not been done, the lost productivity and recovery costs from recent viruses would have been much greater.

- The publishing and distribution bureau implemented an Automated Document Factory (ADF) to increase efficiency in production and tracking.

Improved Service Delivery

- Implemented e-receipts systems for particular transactions, thus expanding the services that citizens can access online and pay for with credit cards or direct debits. A successful pilot of the e-receipts project was completed with the Department of Natural Resources and current participating agencies include the departments of Health and Family Services and Regulation and Licensing.

- Put in place the e-routing infrastructure that allows for subscription services to citizens and online communication for nonconfidential information.

- Improved the Wisconsin.gov portal's search capabilities through a strategic relationship with the Department of Public Instruction. The IBM Endowment for the Business of Government ranked Wisconsin among the seven states with the most usable Web portals, and ranked Wisconsin third overall with respect to accessibility and usability of its portal features.

- Partnered with the Legislative Reference Bureau, Wisconsin Realtors Association, Financial Institution Products Corporation, Fannie Mae and several state agencies to develop state legislation on the Uniform Electronic Transactions Act (UETA). DEG staff also conducted negotiations with consumer groups on changes that would make UETA acceptable to them. Electronic signature and record-keeping capabilities will significantly expand the availability and ease of online transactions.

Flexible Work Schedules

DEG offered flexible work time, staggered-hours work schedules, and other alternative work arrangements to employees. The department had laptop computers available for checkout and provided dial-in connectivity for staff to work from remote locations. Many of the department's employees worked nonstandard hours, especially in order to provide support of computer services to agencies during nights and weekends, and DEG consistently found ways to accommodate employee scheduling concerns with its service obligations.

The Division of Enterprise Technology continues to provide these flexible work arrangements, consistent with the Department of Administration's ongoing commitment in this area.

Department of Electronic Government

DET Goals and Objectives for 2003-05 Biennium

The Division of Enterprise Technology will continue to manage IT assets and initiatives with the paramount goals of saving taxpayer money, introducing efficiencies between state agencies and various levels of government, and improving service delivery to citizens and businesses. The division's management believes that the first place to maximize these philosophies is within its own work units. Therefore DET senior leadership critically reviewed the division's mission and statutory responsibilities in relation to its staffing assignments. Based upon this review, DET has reduced by more than 30 percent its use of contracted technical support staff. This reduction of contract staff and realignment of permanent staff has enabled DET to reduce operational costs for the data center. The division instituted a $6.4 million rate reduction in charges to state agencies and plans additional rate reductions before the end of the biennium.

Meanwhile, working in conjunction with the Technology Leadership Council and Business Leadership Council for Information Technology, DET has identified and is pursuing enterprise initiatives that are expected to generate efficiencies and ongoing savings, including:

- Server consolidation;
- E-mail system consolidation;
- Software licensing renegotiations and reduction of software maintenance costs;
- Enterprise desktop and laptop purchasing;
- Enterprise solutions for efficiencies in leave reporting and payroll administration;
- Converged voice and data networks;
- Data-center mirroring and redundancy;
- Enterprise-architecture development; and
- Consolidation of publishing and distribution.

DET is driving many other initiatives that, in various ways, satisfy the criteria cited above. In fact, the division has arrived on an enterprise mission that sums up the complementary goals of using IT to save taxpayer money, produce efficiencies, and provide better service: DET is revolutionizing service delivery by breaking down the barriers to a borderless government. In short, citizens should never have to worry about the intricacies of how governments are organized – they just need, and are entitled to, good services delivered at a fair cost.

With that unifying principle in mind, some of the other enterprise initiatives DET is pursuing this biennium include:

- Developing an Enterprise Services Bus (ESB), an infrastructure that allows for efficient data and service sharing between agencies and reduces costs in application development.

- Designing a replacement for the state's distance education network with a system that incorporates the input of the Department of Public Instruction and other state agencies, the Technical College System, the Wisconsin Education Communications Board, the UW System, and the Wisconsin Association of Private Colleges and Universities. And because the Internet and other essential networking technologies are also carried on the same BadgerNet infrastructure, the mission of this interagency effort has been expanded to include an assessment of not only distance education but also all other digital technologies.

- Implementing on an ongoing basis enhancements in enterprise security and disaster-recovery technologies, in order to protect state and local information resources.

Public-sector organizations at all levels are dealing with unprecedented gaps between projected revenues and projected spending. Using technology more efficiently, collaboratively and innovatively is an essential strategy for addressing that challenge. The Division of Enterprise Technology will manage IT according to those principles, which, in turn, will transform how governments work, both internally and externally. Through that approach we can achieve the service levels and generate the savings that make a real difference to Wisconsin citizens.

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